

DD/A 74-4544

18 November 1974

MEMORANDUM FOR: Director of Central Intelligence

Sir:

1. At the morning meeting of 11 November, you presented me with a draft paper which apparently a group of employees would like to put out to elicit interest and possible membership in a proposed "CIA Officers Association." Jenonne's note, which I interpret to mean that she is favorably disposed to the movement, was also attached. Your unspoken words when you gave me the paper were interpreted by me to mean you would like an expression of my opinion.

2. I am not aware of the genesis of or the amount of steam behind the idea, but I have a negative reaction which, according to Jenonne's note, also appears to be yours.

3. The motivation to create the association appears to be on a false assumption that the "worthwhile and imaginative ideas and concerns" of certain employees cannot and do not come to the attention of senior officials. I simply cannot buy that assumption since officers of this Agency, commencing with yourself, already meet with the Senior Seminar and Midcareer groups, as well as other courses; and it has been my personal experience that there is excellent give and take at these sessions. The communications flow, however, does not stop there. I believe you continue your program of having noontime meals with selected groups of employees (and you should know it is an institution we refer to as the "Colby Lunch Bunch"). Deputy Directors conduct retreats with their Office Heads (Ed Proctor and I both have done so within the last two months), and the Office Heads certainly reflect at such meetings ideas from those they represent.

4. Perhaps of even greater importance than the above is the existence of the various MAG groups. These groups have access to their Deputies, and the Agency one, to you, so why cannot these potential association joiners bring their ideas to the respective MAGs who have access to the highest councils of the Agency. Indeed, here may be a partial answer

to what some people describe as the need. I have suggested from time to time to individual MAG groups that there should be more communications among them, even to the point of organizationally holding a joint meeting. To some indeterminate percentage, all the MAG groups have involved themselves in studying the same problems, generally commencing with that most popular of all subjects "personnel management." I am willing to bet, however, there has been no codification of the various studies and pursuits that all the MAGs have involved themselves in. It might be well to have undertaken such a study so that the common denominator factors can be identified and then, perhaps, communicated to the employees by the Notice vehicle.

5. The instant matter brought to your attention by Jenonne cannot, however, be looked at in a vacuum. You have before you a memorandum of 4 November from the "CIA Management Association" asking that you meet with them sometime in late November for the purposes of hearing from you your opinion as to how MBO is working so that they, in turn, may present you with their opinions "from the viewpoint of a management level two or three tiers below the Director's Office." You will recall that this group briefly communicated with you on 3 June 1974 to make you aware that they were organizing themselves on their own. The group appears to consist of previous attendees of the Advanced Management Program. This organization, and its standing invitation to you to speak, must be borne in mind, as I see it, when you take a position on this new potential "professional association."

6. If the movement continues, we could conceivably have the "Case Officers Guild," the "Analysts League," the "Scientists Symposium," and the potential list could indeed be ever expanded. The additional demands of time upon senior officers, as well as the predictable questions from these groups that will be sent to operating components for comment, are only going to exacerbate an already rather compressed work-time equation. I realize that no one can prevent employees with common interests from organizing themselves, and there was such a group in the DD/I some several years back. I also realize that the fullest openness of communications with employees is a considerable contribution to acceptable management-employee rapport.

7. In a sense, the "Management Association" can be differentiated from this potential professional association.

The first, as a specific focus, by their charter, is dedicated to self-help and does not espouse a program of creating an "Agency-wide program for the discussion and exchange of -- ideas" as does the professional group.

8. Having tried to analyze what is involved, I am frank to admit I have no panacea to meet the problem. I do suggest two things for your consideration. Ask Jenonne to identify the motivating individuals behind the desire to create the professional association and then sit down and discuss with them the pros and cons, giving greatest emphasis to the many avenues now open to all employees to surface their ideas. Secondly, and in hope that better ideas as to how to cope with this problem might be presented, ask Carl Duckett to conduct a rump session of the Management Committee immediately following some morning's 9:00 o'clock meeting and have the matter collectively discussed by that group with a feedback going back to you.

/s/ John F. Blake

John F. Blake  
Deputy Director  
for  
Administration

cc: DDCI

Distribution:

Orig - DCI w/DD/A 74-4386 + [ ] note w/draft notice

1 - DDCI w/atts.

1 - ER w/atts.

1 - DDA Subject w/atts.

1 - DDA Chrono w/o atts.

1 - JFB Chrono w/o atts.

DD/A/JFBlake:jmh:[ ] (15 Nov 74)

Atts:

DD/A 74-4386, Memo to DCI fr [ ] President, CIA  
Management Association, Subject: CIA Management Association,  
dtd 4 November 1974

Blue note fr [ ] to Mr. Colby, dtd 8 Nov 74, re  
draft notice on CIA officers association w/draft notice attached